

Roll No. ....

**11505**

**MBA (2 Year) (4th Semester) (N. S)  
Examination, May, 2012**

**STRATEGIC HUMAN RESOURCE MGT.**

**Paper : 2407/51007**

***Time : Three hours ]***

***[ Maximum Marks : 70***

*Before answering the question, candidates should ensure that they have been supplied the correct and complete question paper. No complain in this regard, will be entertained after examination.*

**Note :** Attempt *four* questions from *Section 'A'*. Selecting *one* question from each Unit. *Section 'B'* contains a 'case study' and is *compulsory*. All questions carry equal marks.

**SECTION – A**

**UNIT – I**

1. Explain the concept of SHRM. Discuss the role of SHRM in development of Organizations. What are its limitations ?
2. Distinguish between Strategic and Traditional HR. Explain various barriers to Strategic HR.

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## UNIT – II

3. How HRM is linked with Firm performance ? Explain various measures of HRM performance.
4. Explain the objectives and advantages of integrating Planning and Strategy. Enlist the problems faced in this integration.

## UNIT – III

5. Discuss various strategic choices of staffing in an Organization. Explain advantages and disadvantages of each alternative.
6. What do you understand by effective compensation system. Why compensation should be equitable ?

## UNIT – IV

7. Explain the concept of outsourcing and off shoring. Discuss the advantages and disadvantages of off shoring.
8. Differentiate between domestic and international labour markets. Explain various skills required to manage international markets.

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**SECTION – B**  
**(CASE STUDY)**

9. Kimberly – Clark (K-C) was founded in 1872 in USA with its motto “To Manufacture the Best Possible Product”. K-C is leading manufacture of paper tissues in the world and second largest household and personal care products in USA. It has manufacturing operations in 40 countries and its products are sold in 150 countries. It has more than 64,000 employees world wide. Nearly one fourth of the world’s population, use KC products. K-C is a staunch believer in work, force, diversity and is evident from its statement in the job description of every employee. It says, “Contribute to an environment in which all team members are respected and are motivated to improve both their individual and team contributions to achieve desired business results”. The value of diversity is reinforced through employee programs, networks, mentoring programmes and flexible work arrangements. The CEO of K-C says, “Attracting, retaining and developing the best people around the world is critical to our success”. We Believe that our differences enhance our business results and our diverse backgrounds, cultures and experiences provide a wider, brighter array of perspectives and learning.

In 1997, K-C announced that it would be laying off 18000 workers in a phased manner over the next three years. The

announcement came when the company had made a handsome profit in the previous years and its projected profit for the next year was still higher. Some Analysts felt that its merger with scapt papers was the main reason for the layoffs.

Answer the following questions :

1. What do you think the company is trying to achieve by laying off people when its making profits ?
2. If merger is the reason for downsizing ? Enlist some best practices that are evident from successful downsizing of companies.
3. How will downsizing affect K-C's diverse workforce ?